

# Organizational Models Pros and Cons

Models	Best Features	Concerns/Issues	Modifications
Government/Government Institutes (e.g., Leopold Wilderness Research Institute)	<ul style="list-style-type: none"> <li>• Training Center there also for one stop shop</li> <li>• Filling a niche</li> <li>• Model for how Federal agencies could work with one another</li> <li>• Consider separate entities for research and education</li> </ul>	<ul style="list-style-type: none"> <li>• Role of academics</li> <li>• Percent of time devoted to the content issue</li> <li>• Evaluation of success of the model</li> <li>• Grassroots concerns with Gov't/ Gov't model</li> <li>• Fed/Fed model not on the table</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Federal researchers work together</li> <li>• Training component brings staff together</li> <li>• Understanding and respecting differences in approach/perspective</li> <li>• Theme/subject-based</li> </ul>
Government/University Partnership-CESU	<ul style="list-style-type: none"> <li>• Structure with Universities is a plus</li> <li>• Simplify contracting</li> <li>• Has structural guidelines to consider/modify</li> <li>• Feds &amp; Universities accustomed to this model</li> <li>• Few limitations on what can be done with a cooperative agreement</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Geographically-based vs. subject-based</li> <li>• Federal concerns about theme-based</li> <li>• Role for non-government</li> <li>• No non-Feds on Boards to date</li> <li>• CESUs do no research presently</li> </ul>	<ul style="list-style-type: none"> <li>• Bring together universities and bring in new money</li> <li>• Count reduced overhead as a match</li> <li>• Agenda set by Board of Directors</li> <li>• Include research component</li> </ul>
Government-Owned/ Contractor-Operated GOCO	<ul style="list-style-type: none"> <li>• Fits President's management agenda = politically correct</li> <li>• Government resources/ scientists involved in the work</li> <li>• These are proven; get the job done as long as government money is there</li> </ul>	<ul style="list-style-type: none"> <li>• Government acts as contractor, holds all the money</li> <li>• To what extent do volunteers, non-profits fit in?</li> <li>• Loss of control as handed off to contractor</li> <li>• Control issue if raising half the money</li> <li>• Widget producing model</li> </ul>	<ul style="list-style-type: none"> <li>• Project oriented</li> <li>• Flexibility in partner selection</li> <li>• Assessment/Accountability model</li> <li>• Determine how Feds might have indirect control and oversight</li> </ul>

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Science and Technology Centers	<ul style="list-style-type: none"> <li>• One step removed control of what is being done</li> <li>• NSF potential source of money and they like the model</li> <li>• Model encourages diverse participation</li> <li>• Decision makers are a broad coalition</li> <li>• Easier to raise money</li> <li>• Management plan required and flexible</li> </ul>	<ul style="list-style-type: none"> <li>• Limited term funding for "infancy"</li> <li>• Twenty bosses</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse mix of people</li> <li>• BOD decision making (diverse Board)</li> <li>• Advisory committee without FACA</li> <li>• Include the CESU feature for Fed/Fed cooperation</li> </ul>
Desert Research Institute	<ul style="list-style-type: none"> <li>• Minimal risk for NCKRI</li> <li>• Motivation to bring in money</li> <li>• Ramping up research a possibility</li> <li>• Have a history of success</li> <li>• Mix of basic and applied research</li> </ul>	<ul style="list-style-type: none"> <li>• Move into consulting (need guidelines)</li> <li>• NCKRI lacks research infrastructure at present</li> </ul>	<ul style="list-style-type: none"> <li>• Develop research infrastructure through MOU with NM Tech</li> </ul>
Smithsonian	<ul style="list-style-type: none"> <li>• Staff could raise money</li> <li>• Good gift shop</li> </ul>	<ul style="list-style-type: none"> <li>• Congress does not like the model</li> </ul>	

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